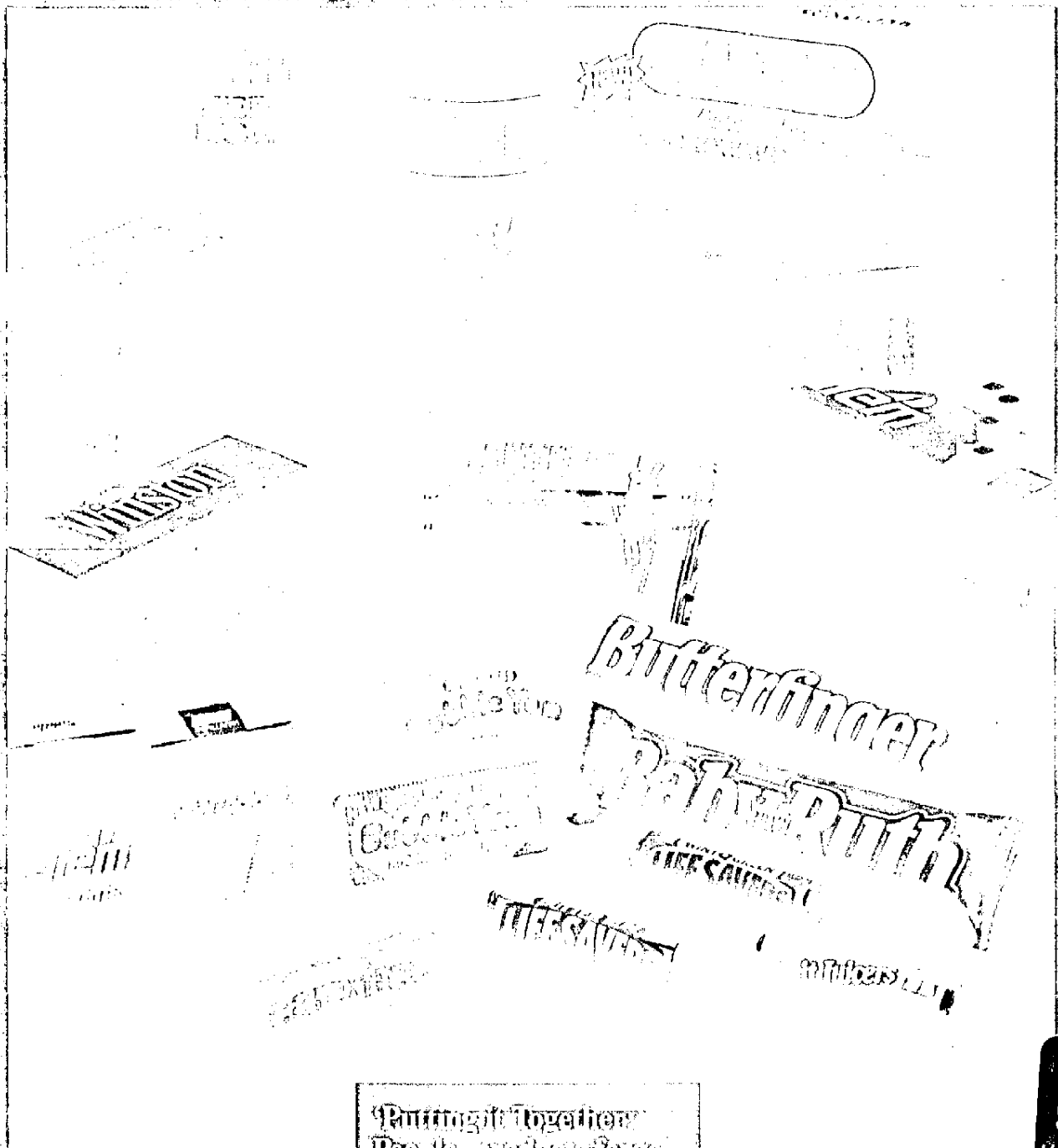


SALES

© 1983 Sales Company / January 1984 / Vol. 11, No. 1

MERCHANDISER



Putting it Together
People, products, place
The future of opportunity

51859 5655

MEMO

'Inaugural' issue looks ahead

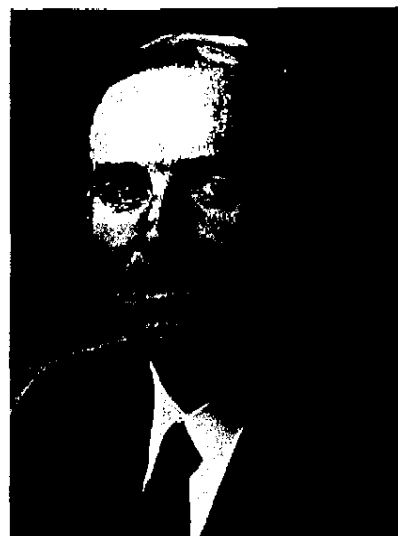
This *Sales Merchandiser* is different. It is different from any other edition in the publication's 41-year history. It is the first edition under our new name: RJR Sales Co.

As an "inaugural" issue, it will reach our entire sales organization — tobacco sales, confectionery & snacks and Planters. In this issue and in subsequent issues, you will hear from executive management, and learn more about them and their thoughts on our new organization and our business.

Appropriately, this issue focuses on our national sales meeting at La Costa and our meeting theme, a "Future of Opportunity." That opportunity is very real. Today, in RJR Sales Co., you have the potential to achieve more personal growth than at any other time in our company's history. More avenues have been opened, with virtually no limit to career growth.

Two members of RJR Sales Co., Jim Piscitelli and Dan Antico, share the spotlight in the first issue by demonstrating to us what teamwork and working together really mean. Calling on the same account, representing different products, they saw an opportunity to combine their products on the same display and sold the concept together to a major convenience/gas station chain.

That is just one example of the exciting world of opportunity awaiting us. I know



that all of you will recognize those same opportunities and capitalize on them.

And when you do, *Sales Merchandiser* is your way of letting everyone share your pride.

I look forward to another great year of growth and opportunity under our new banner: RJR Sales Co.

Sincerely,

Yancey W. Ford Jr.
Senior Vice President - Field Sales

ON THE COVER:

At the 1988 annual sales meeting at La Costa, Calif., sales managers began capitalizing on the potential of "putting it together" — combining the sales organizations of Reynolds Tobacco and Planters LifeSavers into an "unbeatable partnership."

The high point of the meeting came when Edward A. Horrigan Jr., chairman and chief executive officer of R.J. Reynolds Tobacco Co. and vice chairman of RJR Nabisco, Inc., announced a new name for "the finest sales organization in the world." A story on the meeting, where more than 450 Reynolds Tobacco and Planters LifeSavers sales managers gathered to explore their bright "Future of Opportunity" as a part of RJR Sales Co., begins on page 4.

SHORT CALLS



Angiuoli wins award

Ralph Angiuoli (right), president of RJR Sales Co., recently received the 1987 Louis E. Seidman Award for civic achievements, sponsored by the tobacco, confectionery and allied industries division of the American Jewish Committee. The award was presented to Angiuoli in New York by Jay Martin, chairman of Capital Cigar and Tobacco Co. in Cheverly, Md.

Revco sponsors high-speed help

With the help of RJR sales, a major RJR customer has joined an RJR brand racing series, in a new and unique way.

Revco D.S., Inc., one of Reynolds Tobacco's largest customers with more than 2,000 drugstores in 28 states, has become an associate sponsor of the International Motor Sports Association (IMSA) Camel GT series.

Revco will sponsor the new Revco Rapid Response Medical Vehicle (RRMV) at all IMSA Camel GT sports car racing events in 1988.

The specially-prepared Porsche 928 emergency vehicle can bring fast medical care to people at the scene of a racing accident. The car is capable of speeds up to 170 miles per hour and can be dispatched by radio to an accident scene.

Tony Varde Jr., RJR chain accounts manager in the Pittsburgh chain division, worked closely with Dan Horwitz, Revco's vice president of group marketing, to implement the Revco RRMV program.

New file cabinets organize sales materials

RJR Sales Co. field sales offices are starting off the new year of 1988 with a "Christmas present" that will help sales reps, managers and office employees organize sales materials and supplies more efficiently.

The useful gift is a set of four metal filing cabinets that are stocked with a complete set of sales materials and supplies. Working with a private contractor, the sales materials staff completed the enormous task of stocking and shipping the cabinets, which weigh about 800 pounds per set, to all field sales offices in late December 1987.

The cabinets and their contents are the first uniform system for organizing and storing the various types of sales materials and supplies that sales offices stock

for use in the field, says Robert Roberts, manager - sales materials.

Each set of cabinets contains a complete assortment of supplies. Items include blank forms and contracts, package tags and facsimiles, letter and numeral sets, photos, brochures and presentation materials.

The materials are placed in folders tagged with descriptions and item numbers. Files are arranged in the same sequence as the items appear on the supply order forms. This arrangement greatly simplifies the task of reordering supplies, Roberts says.

"It's just another form of resource management," he says. "The system is a better way for our field sales employees to do a part of their jobs."



Robert Roberts (right) sorts sales materials with Clarence Farrar, production supervisor at Forsyth Industrial Systems, the contractor who packed the cabinets and shipped them to field sales offices all over the country.

51859 5657

Bright future is envisioned at La Costa

Gathered for the first time under the banner of a new company name, Reynolds Tobacco and Planters LifeSavers sales managers explored a bright "future of opportunity" together at the sales organization's annual meeting, Jan. 3-9, in San Diego.

"From this point forward, you are the men and women of the RJR Sales Company, the finest sales organization in the world," said Edward A. Horrigan Jr., chairman and chief executive officer of R.J. Reynolds Tobacco Co. and vice chairman of RJR Nabisco, Inc.

The more than 450 sales managers who filled the La Costa resort for the meeting cheered Horrigan's announcement and then enthusiastically toasted the new corporate name.

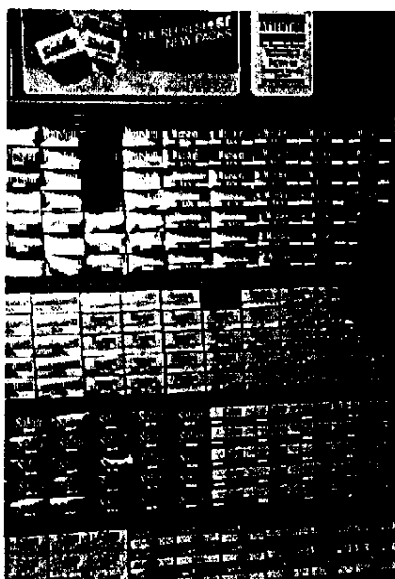
'Awesome selling vehicle'

Creation of the new sales company is "a historic occasion" and "a major milestone for RJR," Horrigan said. "With the merger of the tobacco and Planters LifeSavers sales organizations, we are creating a truly awesome selling vehicle . . . supported by a range and scale of resources that few companies, if any, can match.

"With this new organization, you will now have a wider range of selling opportunities in a broader, more refreshing atmosphere," Horrigan told the group.

"This broader horizon will also mean new career opportunities, more chances for advancement for high-quality people."

Dolph W. von Arx, president and chief executive officer of R.J. Reynolds Tobacco USA, said the new company holds "virtually limitless" business and personal opportunities, "if you are ready to seize them."



Exhibits of new merchandising, advertising and promotion programs were popular attractions at the annual meeting. Here, Dave Wilmesher, national manager - carton merchandising, demonstrates the new cigarette carton security fixture . . .

"In merging your two groups, we have looked to the future, to the changes occurring in our marketplace, and created an organization prepared to take advantage of the challenges and opportunities we see ahead. We have created a unified, strong organization that indeed offers you and our company a future of opportunity," von Arx said, echoing the meeting theme.

The new, unified sales organization represents "another giant step ahead of the competition," said Gerald H. Long, chairman of R.J. Reynolds Tobacco USA.

"Through your skills, your determination, your loyalty and the leverage our sheer size and product lines provide, you will have a clear competitive edge," Long said. "Reynolds Tobacco is better qualified, better equipped, better staffed and better positioned to take advantage of the enormous opportunities ahead than any other company in the industry."

One of the key objectives of this year's meeting was to give managers from Reynolds Tobacco and Planters LifeSavers an opportunity to learn how they fit into the



. . . while Rick Sanders, group marketing director for Camel, presents advertising and promotion elements of the Camel 75th birthday campaign.

new organization, said Ralph Angiuoli, president of RJR Sales.

"You'll hear about transition and working together and opportunity," Angiuoli said. " 'Leverage' will become a buzzword as we discuss how we will capitalize on the combined strengths of our organizations."

Angiuoli told the group that the new partnership already is producing numerous ideas for improving sales of the company's products, thanks to the people who are the organization's most important asset.

"Our ability to function successfully depends on the quality of our people and our belief that we are second to none," Angiuoli said. "And it depends a great deal on our pride — pride in our company and in the quality of the products we produce."

After a dramatic sound, light and live-

action show that vividly portrayed the potential of the new alliance, executives of both companies reviewed the reasons for the combination and some of the strategies that will be followed to capitalize on it.

Combining the two sales operations makes sense, said John P. Polychron, president and chief executive officer of Planters LifeSavers Co., because of sales synergies at wholesale and retail, where the companies share many customers and similar merchandising positions. Product similarities and the potential for more effective and economical staff support are other major factors, he added.

"The alliance with RJR Tobacco will create new opportunities, new approaches to our business and new power in the marketplace. Brand leverage will increase significantly, both at the buyer's desk and at retail," Polychron said.



The pot of gold at the end of the rainbow marks the site of presentations on the Individualized Merchandising Service for tobacco sales.

"Your commitment to excellence has created a great deal of momentum, and that is key to our tremendous future of opportunity," Clyde W. Fitzgerald Jr., senior executive vice president of R.J. Reynolds Tobacco USA, told meeting participants. The group cheered repeatedly as Fitzgerald presented a variety of new marketing programs to help Reynolds Tobacco meet its sales challenges in 1988.

Plans include strong support for core brands and Doral, new advertising and promotional programs, packaging improvements and careful management of all marketing resources for optimum return, Fitzgerald explained.

"We may well work in one of the most challenging environments going, but it only seems to spur us on," Fitzgerald said. "I believe our strategies are sound. The tactics we will use to achieve those strategies are innovative and aggressive. And the people we have working to make the plans reality couldn't be better — including our sales force."

One recent product of Reynolds Tobacco's technological leadership was presented in some detail as Richard A. Kampe, president of R.J. Reynolds Tobacco Development Co., discussed the characteris-

(continued next page)



Breakout sessions give meeting participants a chance to begin exploring ways to capitalize on the many opportunities created by the new sales partnership.



Joe Theismann (second from left), former star quarterback for the Washington Redskins and guest speaker for the meeting, is greeted by company executives (from left) Ralph Anghuoli, Gerald H. Long, Dolph W. von Arx and Clyde W. Fitzgerald Jr.

(continued from page 5)

tics and potential of the new cigarette that the company announced last September.

The new cigarette, which will be test-marketed this year, provides tobacco taste and satisfaction by heating, not burning, tobacco, thus eliminating or greatly reducing the compounds produced by burning tobacco, Kampe explained.

"This new cigarette addresses the perceptions of many of today's smokers and represents a dramatic advance in cigarette technology," Kampe said. "Clearly, the product represents a significant opportunity for everyone at RJR.

"That's where all of you come in, because the success of our introduction of this new cigarette will depend to an enormous extent on your collective efforts," Kampe told the group.

"The success of our test market and the success of our national rollout will depend more than anything on the commitment, talent, knowledge and expertise of every Reynolds Tobacco sales and distribution manager in this room."

Ronald B. Beasley, senior vice president - sales operations; and Yancey W. Ford Jr., senior vice president - field

sales, discussed programs and projects under way and planned to make the most of the new partnership of Reynolds Tobacco and Planters LifeSavers.

"We are working together in order to complement each other's products, interests and needs," Beasley said.

Progress already is being made in a variety of areas: improved merchandising; better communications with the field, including computerized ordering and replenishment of fixtures and materials; more efficient use of field office space; and computerized sales reporting with enhancements to the hand-held unit, he explained.

"Volume is our principal accountability," Ford said. "In 1988, we will set our priorities accordingly. Our efforts will be to take advantage of our size by maximizing the key leverage points while minimizing our expenses."

Call productivity, based on fundamental standards that are the same for all products and in all locations, is key to maintaining sales leadership, Ford said. The unique synergies promised by the

new partnership will be built on that foundation.

"We'll be looking at better ways to manage our business by leveraging each other's strengths. After all, that's what this consolidation is all about."

Meeting participants spent many hours together in breakout sessions, organized by sales region, identifying common problems and discussing opportunities to



Informal, one-on-one discussions are an unofficial but important part of the sales meeting, reinforcing the working relationships that form the framework of the organization.

make the promise of the new partnership a reality. Exhibits of merchandising, promotional, advertising and support programs also helped Reynolds Tobacco and Planters LifeSavers sales managers learn more about each other's "tools of the trade."

"RJR has a lot to give, and there are some tremendous opportunities in such areas as merchandising fixtures, retail position and mutual support," said Tom Daley, Planters Pittsburgh division manager. "I'm hoping to learn some things to bolster our retail coverage."

"Some people came in a little apprehensive, but that quickly disappeared," said Jay Mallon, Planters Philadelphia division manager. "It's very encouraging to see the way management is working together. I think the major opportunity is in retail position. With the strength of the RJR brands and the great PLS names, it'll all blend together like no other organization in the world."

"This is a real opportunity for the divisions to find out how they can really work together," said Steve Murray, Planters northeast region marketing manager - drug/mass merchandising. "Some people may have been skeptical, but you can really see the possibilities for using combined strategies for merchandising."

"We've been overwhelmed by the positive welcome from the tobacco people," said Howard Dunlap, southeast regional manager - confectionery & snacks. "This is a class act, and we're looking forward to being part of that merchandising expertise. Our combined knowledge of merchandising and the leverage of our customer bases are the biggest opportunity areas."

'Absolutely exciting'

"It's absolutely exciting to see the enthusiasm everybody has displayed," said Roger McFarlane, Memphis division manager - confectionery & snacks. "The retail space controlled by tobacco opens up tremendous opportunities for all. We're

all learning how to do business together, to gain more clout for our products and more sales and profits for our company."

Sales managers agreed that the meeting was an effective vehicle for bringing the sales organizations together.

"It's been a super process," said Bill Reece, Reynolds Tobacco Richmond regional manager. "We didn't know much about what they did, and we got a lot of insight and good ideas out of the breakout sessions. There's a lot of opportunity, and we're going to discover even more in the future as we continue to discuss how we can help each other."

"This has been a good way for us to get to know each other," said Jay Heisler, Planters southeast regional manager.

"We've learned about each other's business, explored some common problems and dealt with some issues through teamwork. We know we're in a lot of the same accounts, and we can help each other by who we know."

"We're breaking down the barriers, especially in the breakout meetings — we've gotten to know the people a lot better, and a trust is developing between us," said Dean Garrison, Reynolds Tobacco Kansas City regional manager. "We're getting spontaneous ideas in areas where there are real commonalities, like counter displays, package accounts and trade relations."

"The objective of the meeting is coming through 100 percent," Garrison said. "The partnership is really working out."



Social functions create opportunities to form and strengthen personal bonds, helping transform a group of more than 450 sales managers into a real RJR Sales team.

51859 5661

PEOPLE

Vice presidents – sales see opportunities

The three newly appointed executives of RJR Sales Co. who have direct responsibility for the field sales force have a lot in common besides their new title of vice president – sales:

All three have spent their entire sales careers, ranging from 14 to 17 years, with RJR companies. All three have served in a variety of positions and capacities during their years with the company.

All three went into sales because they were seeking exciting, challenging work — not just jobs, but careers with opportunity and the potential for personal development and growth.

And all three are confident that RJR Sales Co. will satisfy those objectives beyond all their expectations.

The three — Christopher M. Fashek, vice president – sales, broker/direct, Planters products; Scott J. Frey, vice president – sales, confectionery & snack products; and R. Sam Hendrix, vice president – sales, tobacco products — recently talked with *Sales Merchandiser* about the bright “future of opportunity” that they foresee for the company.

“It’s exciting, the way we’re opening up opportunities. The potential for people and the company is tremendous,” Fashek says.

Opportunity important

Opportunity for individuals is important, he adds. “I believe in identifying the best people and giving them the opportunity to show their worth and grow with the company. Give people the chance to shine and the best ones will, and they will build our future.”

Fashek says he grew up in sales in Clinton, N.J., where his father was in the produce business. “I’ve been selling since I was eight years old,” he recalls.

Fashek joined the Beech-Nut Co. as a sales representative in New York City in 1971, after graduating from Upsala College. He later earned a master’s degree



“It’s exciting, the way we’re opening up opportunities,” says Christopher M. Fashek. “The potential for people and the company is tremendous.”

in business administration from Fairleigh Dickinson University.

With corporate mergers and acquisitions, he held a variety of sales management positions in Nabisco Brands operations, most recently serving as vice president, field sales – drug/mass merchandisers for Nabisco Brands. In his present position, five regional sales managers report to him.

RJR Sales presents “tremendous opportunities for leverage, synergy and marketing clout,” Fashek says. “We’re combining confectionery and snacks expertise with a tobacco business that has scientifically approached every aspect of sales and merchandising and makes phenomenal support available for its sales people.”

“Tobacco brings a tremendous retail presence; confectionery brings a strong distribution base and a wide range of products that makes us the expert in every product area; and Planters brings the premium nut and snack products with extensive sales penetration and a strong profit base for the retailer.”

To make the new RJR Sales partnership work, “we need to share information, brainstorm and make the most of the advantages we have worked so hard for with the customer base,” Fashek says.

“It won’t be difficult to motivate people — there’s already a lot of mutual respect. We know we’ve made a quantum leap ahead, and we all appreciate the high place that sales holds in the company. When you know the organization’s goal is to help sales sell, it makes you want to go out and sell.”

Frey believes that careful goal-setting, teamwork and solid communications are key to the success of RJR Sales.

“Management should establish clearly defined, realistic and measurable goals, then work together toward them,” Frey says. “We are going to rely heavily on our managers to establish and reach those goals. It’s definitely going to be a team approach, with a true spirit of camaraderie.”

Selling challenge

Frey joined Standard Brands as a sales representative in his hometown of Williamsville, N.Y., after graduating from Alfred University. “I first developed an interest in advertising, selling and merchandising in college and elected to pursue a career in retail management, but I found the department store environment too confining,” he recalls. “I enjoy the excitement and challenge that effective selling provides.”

Frey served in a variety of sales management positions with Standard Brands and later with Nabisco Brands. He was vice president – sales, confectionery & snack products for Nabisco Brands before his most recent appointment. Five regional sales managers and a director of national accounts report to him in his current position.

PEOPLE

"The marriage of our sales organizations makes tremendous sense, based on the number of synergies that exist," Frey says. "For example, in merchandising, confectionery and snacks and tobacco sales people have already developed a counter display rack incorporating both product categories and are now implementing the concept together.

"We will also increase our leverage against many classes of trade," Frey adds. "Fully 36 percent of confectionery and snacks products and 48 percent of tobacco products are sold through candy and tobacco distributors. Almost half of their volume is sold through this trade class. You can draw your own conclusions about the importance of this class and the strength and synergies that exist. Our customers see the potential, and welcome the combination. We're building strength on strength.

"We also have a well-trained and highly motivated and effective sales organ-



Scott J. Frey says the new sales partnership "will increase our leverage against many classes of trade. Our customers see the potential, and welcome the combination."

ization representing, in many cases, the No. 1 and No. 2 brands in their categories," Frey says. "Our products and programs provide business-building opportunities for our customers while enhancing their overall profitability.

"Our job now is to better understand each other and what we have together, so we can move forward in developing an even more effective and efficient sales organization," Frey concludes. "The key to our success has been and will continue to be the people."

"The commonality of our distribution chain and customer base allows us to leverage the strength each group brings to the organization, so each can be more successful by working with the other," Hendrix says. "If we can present our customers with products that are in demand and profitable, and give them a chance to deal with fewer suppliers, it's only natural that the combination will be successful."

RJR was best

Hendrix, a native of Savannah, Ga., joined Reynolds Tobacco as a sales representative in the Atlanta area in 1974, after graduating from Georgia Southern College. Hendrix says he chose RJR because his father-in-law, a grocer, told him that the RJR sales force was the best in the business.

Hendrix held various sales management positions with Reynolds Tobacco, and was area vice president - sales for the North Atlantic sales area before his present appointment. In his current position, six sales area vice presidents report to him.

The new RJR Sales partnership "is destined for success because it's such a natural union at all levels," Hendrix says. "The synergism is so natural because we're interlocked with customers, distribution, sales space and many other areas. It's an exciting time, and people feel very good about the move, and the opportunity it represents. Everyone feels more positive about the future and their long-range growth potential."



RJR Sales "is destined for success because it's such a natural union at all levels," says R. Sam Hendrix. "It's an exciting time, and people feel very good about the move."

Communications and feedback among all levels of the organization are essential to fulfilling the promise of the new partnership, Hendrix says. "Our responsibility is to be managers, not bosses. We've got to take down all barriers to communication, so people will know that we will listen and respond to good ideas. We must never get so pretentious as managers that we believe that ideas can come only from the top echelons of management.

"One of our strengths is that there are no unapproachable managers, regardless of level, in this organization," Hendrix says. "Everybody in management worked up through the ranks, and that creates an atmosphere where people feel they and their ideas are appreciated and that as individuals, they have a chance to work to their full potential."

CAMEL 75

Sales helps Camel celebrate 75th birthday

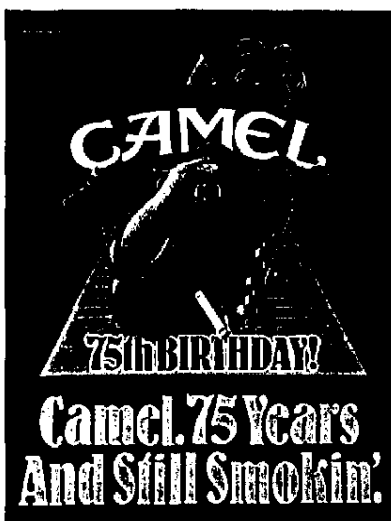
Camel is 75 years old this year, and every smoker in the United States is invited to the birthday party.

"We're calling it Camel's 75th birthday because a birthday is an event people celebrate, something you have a party for," says Cynthia Williams, assistant brand manager for Camel.

"It's going to be an event to celebrate, for sales," agrees Greg Young, sales planning manager. Sales has been working with the brand staff and other departments on Camel's 75th birthday celebration since last spring, Young says.

"This is the most exciting campaign we've worked in years, and it's going to be a fun program to work," he explains. "It's going to create tremendous excitement in the sales force, and among retailers and smokers, as well."

A key objective of the campaign is to generate a new awareness of Camel, Young says.



Camel 75th-birthday logo features elements from Camel packaging and the theme, "Camel. 75 Years And Still Smokin'."



T-shirts featuring the Camel 75th-birthday logo are among a wide variety of promotional items offered to increase brand exposure and "conversion-oriented" package sales.

"The awareness level is going to be tremendous. I can see people recognizing and keeping the advertisements and promotional pieces, because they're going to be collector's items," Young says.

"The campaign is that good . . . it's light, upscale, impactful and it's right on target with the market. You can see what it will mean for Camel in the future. We can expect a new awareness by the retailers of our commitment to the brand, and a new awareness and purchase by Camel smokers and competitive smokers."

Camel's unmatched 75-year history as a leading national cigarette brand since its introduction in 1913 is a unique and valuable marketing asset for the present and future, explains Lynn Breninger, senior brand manager for Camel.

"The key strategy of the Camel 75th birthday celebration is to leverage the history of the brand for sales and volume growth across the United States," Breninger explains.

"We want to give smokers of competitive brands a reason to rethink Camel, and we want to make Camel smokers feel good about their brand," Breninger says.

The star of Camel's 75th birthday celebration is Old Joe the camel himself. The 75th birthday rendition of the familiar dromedary symbol of the brand is portrayed with a smile on his face, cheerfully puffing on a Camel cigarette.

For the 75th-birthday campaign, a logo has been created that depicts Old Joe and his Camel cigarette bursting through a pyramid, flanked by palm trees, under the familiar "Camel" lettering. The pyramid is inscribed, "75th Birthday." The theme of the birthday advertising campaign is "Camel. 75 Years and Still Smokin'."

"The Camel figure has generated tremendous positive response among both competitive and Camel smokers," Williams explains. "The logo combines elements of our famous package with the Camel figure that gives the brand real personality."

The logo is the hallmark of an aggressive, innovative advertising and promotional campaign "that will use every vehicle we have, including newspapers, magazines, billboards, direct mail and retail," Breninger says.

"These ads really break through the advertising clutter. We're bringing Camel to life in a number of creative ways that will maintain the brand's history of 'firsts' in marketing."

Magazine advertisements will include several three-dimensional scenes that "pop up" from the pages. In *Rolling Stone* magazine, a birthday card pop-up even sings "Happy Birthday" when it is opened, Williams says.

The campaign is carefully planned to

CAMEL 75

appeal to target smoker groups, she adds. The ads depict Old Joe "doing things that these smokers enjoy," taking part in activities appropriate to the publications where the ads appear.

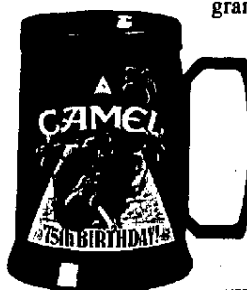
Old Joe will appear in a motorcycle racer's suit in a cycle magazine, for example. In an outdoors publication, he will be dressed as a fisherman, complete with rod, reel and creel. And he will be seen lounging against a sporty car in an auto journal.

Another series of advertisements includes a number of "teaser" questions that recall the "Camels are coming" ads that appeared before the brand was introduced. "What's 75 years old, satisfies you and is still worth walking a mile for?" one ad asks.

Premium items are planned to encourage "conversion-oriented" pack sales and promote wider exposure for the brand, Williams says. T-shirts, party mugs, lighters

and an auto sunshade that portrays Old Joe in sunglasses are some of the premiums planned.

Other elements of the integrated marketing campaign include direct-mail promotions, \$2-off carton coupons, point-of-sale materials and special programs at Camel brand-sponsored events, Williams adds.



Extensive advance consumer research indicates that the Camel 75th-birthday marketing program will be popular not only with competitive smokers but also with Camel smokers,

Williams says.

"We're creating a new image that links Camel's tradition of quality to the present day," she explains. "The light approach creates a personality and image that both Camel smokers and competitive smokers can relate to.

"It just shows what a tremendous asset we have in the unique and colorful back-

ground of the brand, when you can take something that is 75 years old and make it relevant to today's consumer choices."

The Camel 75th-birthday program not only celebrates the Camel heritage but also ushers Camel into a new era — in effect, starting a whole new chapter in the brand's history, Breining says.

"Camel's 75th birthday carries on the tradition of innovative marketing that R.J. Reynolds established when he introduced the brand with the most aggressive and creative national advertising program the industry had ever seen," she explains. "That program made Camel the most successful cigarette in history and it remains a top 10 brand today.

"That's what the Camel 75th birthday is all about — a celebration of the success of Camel and a beginning of growth and success for the next 75 years."

Smokers can toast the bright future of Camel with a 75th-birthday mug (left). "Pop-up" advertisement (below) will appear in a number of national publications.





Old Camel point-of-sale piece stirs memories for Vernon Davis, who sold the brand out West a half-century ago.

Sales veterans recall half-century with Camel

Back when he was selling Camel out West a half-century ago, Vernon Davis learned about perseverance the hard way — in a sea of mud on a Montana ranch road.

"My division manager was with me, making calls one day, and we started down this country road, out from Great Falls, Montana. We got mired up in the mud, clear up to the axles.

"Finally, these two farmers came along in a pickup truck. Told us they'd come back with a tractor and pull us out.

"They came back, all right . . . the next morning," Davis recalls with a laugh. "We spent the whole night there in the sales vehicle."

Grady Beck recalls another kind of challenge — selling Camel in the rural Piedmont section of North Carolina during the Great Depression of the 1930s. Hard times forced smokers to make tough choices — and not necessarily among competing cigarette brands, Beck says.

"A lot of 'rolling your own' went on, back in those days. We sold a lot of smoking tobacco, most of the year, because it was less expensive than ready-made cigarettes.

"But people had money during and after the tobacco market, and after they'd sell their crop, the tobacco farmers would buy Camel. 'Camel . . . that's my brand,' they'd say.

"Then, after a while, they'd go back to rolling again. But they always bought Camel whenever they could."

Beck, who retired in 1975 after 39 years in the sales department, and Davis, who had 38 years in sales when he retired in 1973, recently shared some memories of working the Camel brand with *Sales Merchandiser*.

Beck, who now lives in Lexington, N.C., not far from Winston-Salem, says Camel was always a popular brand in his assignment.

"I was in on the real heyday of the Camel business," Beck says. "Lucky

Strike and Chesterfield had their day, but Camel was always strong and solid."

Extra sales effort was required to sell Camel in the larger and higher-priced packages of 50 and 100 cigarettes, however, especially in the lean Depression years, Beck notes.

"Sometimes we'd give a customer a pack of 20 with every 'Flat 50s' box purchased," he said. "We also sold some tins of 100 Camels in the really poor areas, because people would buy 100 and sell them one at a time, for a penny a cigarette, to people who couldn't afford to buy any kind of pack."

The RJR rep was quite a prominent public figure in those days, in his distinctive sales vehicle with Camel and Prince Albert posters on the sides, Beck recalls.

"Oh, they knew who you were, all right. You'd go through a busy intersection and you'd hear somebody holler out, 'Hey, Camel man!' You had to break yourself of looking around every time somebody

CAMEL 75

called, or you'd be in a wreck all the time," he says, chuckling.

Davis, who worked in the West while he was in the field and who now lives in Winston-Salem, recalls how popular he was during World War II, when most commodities were rationed and cigarettes were often hard to get.

"I woke up in my hotel room one morning and the desk clerk had slipped this note under my door," Davis says, pulling a yellowing sheet of paper from his scrapbook. The note has a crude drawing of the clerk, in a begging posture, inscribed, "Camels, please!"

"You could just drive down the street and the dealers would be coming out of their shops, begging to buy cigarettes," Davis says. "We could fill only a certain percentage of a retailer's standing order and at one point, we were limited to selling five cartons at a time to key dealers.

"Trying to keep the dealers happy was tough . . . we took a lot of flak because it was so hard to get enough Camels."

When sales reps ran out of cigarettes to sell to retailers, they would promote an RJR program for sending cigarettes to servicemen, Davis says.

"You could buy a case of 50 cartons tax-free for \$25, which was about half the

wholesale price, and the company would ship them overseas in your name. Or the company would match a case for the servicemen for every case a customer would buy."

In place of the tax stamp, pack closure seals were printed with a message of thanks for the serviceman and the name of the RJR sales division manager responsible for the order.

"I got a lot of cards and letters from servicemen who received Camel during the war," Davis says. He displays notes of thanks sent by soldiers, sailors and Marines, from Alaska, the South Pacific and even from a German prisoner-of-war camp.

Davis recalls that Camel was always a strong brand in his Western assignments, even during the Depression.

"The competition was tough, because all the other manufacturers came out with these cheaper brands that sold for 10 cents a pack, and Camel was about a nickel

more," he explains. "But the tobacco in those cheap brands was terrible, and some of them didn't even use cellophane, to keep the cigarettes fresh.

"People always wanted Camel, because they wanted quality."

Quality and good taste have always been Camel's bedrock, but sales effort has built lasting popularity for the brand on that firm foundation, Davis says.

"Aggressive promotion and advertising have made a big difference. And we were always the leaders in merchandising, right from the days when we made the first merchandisers out of empty orange crates," Davis says. "We really created the whole self-service merchandising concept.

"Camel is a quality cigarette, and we always employed high-quality sales people to sell it."

For Beck, the explanation for Camel's 75 years of success is simple:

"Camel is just the best cigarette that's ever been put on the market."

Editor's Note: To help Camel celebrate its 75th birthday this year, *Sales Merchandiser* invites all active and retired Reynolds Tobacco sales representatives to share their experiences and anecdotes about selling the brand over the years. Send a brief summary of your Camel recollections to Sales Merchandiser, R.J. Reynolds Tobacco USA, Reynolds Building, 17th Floor, Winston-Salem, N.C. 27102. Be sure to include your telephone number so we can get in touch with you. Camel is one of the greatest success stories in the history of the tobacco industry. We look forward to telling your chapter of the Camel tale.



Grady Beck says selling Camel in the Piedmont region of North Carolina during the Great Depression of the 1930's was a real challenge.

51859 5667

PLANTERS LIFESAVERS

Planters golf tourney is sales opportunity

Mr. Peanut and the Ladies Professional Golf Association are teaming up for a golf tournament that will provide new excitement for fans and new opportunities for RJR Sales Co. to cement strong relations with the trade.

The Planters brand will become the title sponsor of the LPGA's former Henredon Classic in 1988, officials of RJRN Golf announced at a news conference in Winston-Salem.

"We are pleased to announce that the tournament will be called the Planters Pat Bradley International," said Edward A. Horrigan Jr., vice chairman of RJR Nabisco, Inc. and chairman and chief executive officer of R.J. Reynolds Tobacco Co.

"The tournament honors one of the most dynamic leaders of Team Nabisco and an outstanding player on the LPGA Tour," Horrigan said.

The Planters Pat Bradley International will be preceded by a pro-am event that will match LPGA players, Team Nabisco members and other celebrities with sales executives and sales guests from around the country, says David Hobbs, manager - sales relations, RJRN Golf.

The tournament thus joins a prestigious roster of golf events, sponsored by RJR Nabisco brands, that create outstanding trade-relations opportunities for sales, Hobbs explains.

Bradley, the 1986 Rolex Player of the Year and winner of the Vare Trophy for lowest scoring average in 1986, has dominated women's professional golf during the '80s. She has won 22 tournaments during her 13-year LPGA career and last year became the first LPGA player to reach the \$2 million mark in career earnings. She now ranks first in career earnings with \$2,426,350.

"This is one of the greatest honors in my entire career," Bradley said.



Pat Bradley and Mr. Peanut join John P. Polychron, president and chief executive officer of Planters LifeSavers Co., in announcing plans for the Planters Pat Bradley International golf tournament, Aug. 4-7 in High Point, N.C.

The Planters Pat Bradley International will be played Aug. 4-7 at Willow Creek Golf Club in High Point, N.C. A total purse of \$400,000, one of the largest on the LPGA Tour, will be offered. RJR Nabisco was the presenting sponsor of the High Point tournament when it was called the Henredon Classic.

Playing by a scoring system that rewards below-par play and daily round winners, one competitor could win as much as \$85,500, the largest payday in the history of women's golf, Horrigan noted.

"The tournament will offer one of the most exciting formats in the world of professional golf today," Horrigan said. "We believe the Planters Pat Bradley International has all the makings of an event that will capture the imagination and support of the public."

"I feel I have been fortunate and blessed in my career, and RJR Nabisco and Planters are continuing that blessing," Bradley said.

"This is a tremendous golf area, Willow Creek is a great championship course and RJR Nabisco is a strong sponsor. I see the tournament getting bigger and better in the future."

The announcement of the Planters Pat Bradley International came at the first press conference of RJRN Golf. Headed by T. Wayne Robertson, senior vice president, the RJR Nabisco business unit is responsible for all activities related to the corporation's sponsorship of professional golf programs.

Through the Vantage brand of cigarettes and Nabisco Brands products, RJR Nabisco sponsors or takes part in some 60 golf tournaments and programs each year. Major events include the Vantage Championship and Vantage Cup Senior PGA Tour, the Nabisco Championships of Golf, the Nabisco Grand Prix of Golf and the Nabisco Dinah Shore.

VOLUME WINNERS

Sales synergy is happening in Cleveland

"Synergy," according to Webster's Dictionary, means "working together."

At RJR Sales Co., synergy means more. It means one and one make three — two great sales organizations combine to create something new that is greater than the sum of its parts.

Synergy is happening in Cleveland, where **Jim Piscitelli**, RJR chain accounts manager in the Cleveland chain division, and **Dan Antico**, PLS division sales manager — confectionery & snacks, got together to sell Standard Oil Co./BP America a combined permanent counter display for cigarettes, candy and gum at 600 gas-convenience outlets in 22 states.

The combined RJR fixture represents the first complete corporate permanent counter display program for the huge gas chain, Piscitelli and Antico say. The RJR merchandisers will replace competing Philip Morris, Lorillard, M&M Mars and Wrigley fixtures in hundreds of locations, vastly increasing the inventory and counter presence of RJR and PLS cigarette, candy and gum products throughout the chain, they add.

"It was the combination of RJR and PLS that really got our foot in the door," Antico says. "One of the best things about the blend is that all of us are focused on



Jim Piscitelli (left) and Dan Antico teamed up to sell a major gas station/convenience chain a combined counter display for cigarettes, candy and gum.

the front end, so projects like this one are a natural.

"Working together is just fantastic," Antico adds. "When we walk into an account, we carry a lot of clout. When we talk, they listen."

"After we got together with PLS, things really started happening, and we've made steady progress from that point," Piscitelli says.

"I already knew Dan, so we worked together well. Tying in the support of the regional and area offices and the home office, we were able to come up with a

concept, a fixture and a program and sell them."

The chain had been using a variety of different counter fixtures for cigarettes, candy and gum, and was interested in a merchandiser to accommodate all the items in uniform, flexible modules that can be arranged in different configurations to fit individual stores, Piscitelli explains.

Piscitelli and Antico sold the chain on a fixture with a 140-pack cigarette display, a chocolate and candy unit and a gum unit. The units will be placed in outlets operating under the Sohio, Boron, BP, Gas 'n' Go, Gibbs and Gulf names.

Piscitelli and Antico stressed the importance of teamwork in developing and selling the combined fixture program to the chain. Others involved in the project include **Wally Preslan**, PLS key accounts manager in the Cleveland division; **Roger Farmer**, regional manager in the Buffalo, N.Y., region; **Jim Farmer**, sales merchandising manager — North Central sales area; **Ron Evans**, area vice president — sales, North Central sales area; **Walt Whiteman**, director — merchandising development; and **Dave Abruzzese**, national manager — merchandising, confectionery & snacks.



Dave Abruzzese helped develop new counter display fixture.

Share your achievements here

I want to take this opportunity to welcome members of the confectionery & snack/Planters sales force to the section of *Sales Merchandiser* dedicated to recognizing your sales achievements.

To have your sales accomplishment recognized in *Sales Merchandiser*, prepare a brief summary of your actions and results achieved, including store names and locations, display and merchandising details, and sales volume figures, and submit it to your manager, who will see that it is forwarded for consideration. Be sure to include your name, title, location and phone number so we can contact you, if necessary.

A photo of your accomplishment will

add impact and interest to your item. Try to put yourself into the picture — ask a store clerk to snap your photo, preferably not a Polaroid, standing beside that volume-building new display or merchandising fixture.

We also hope you will pass along any other story ideas or suggestions you may have for *Sales Merchandiser*.

Remember, *Sales Merchandiser* is your publication. We look forward to hearing from you soon, and often.

George W. Smith
Staff Vice President — Sales Planning,
Confectionery & Snack/Planters Products

51859 5669

VOLUME WINNERS

Persistence pays at W.Va. store

Persistence paid off recently with a cigarette sales victory over the competition for Area Sales Representative H.D. Boggs of the Charleston, W.Va., division.

After several repeat presentation performances, Boggs sold Grantsville Foodland in Grantsville, W.Va., on a new four-foot by six-foot Flex unit. Boggs' achievement was made all the sweeter by the fact that the Flex replaces a Philip Morris unit.

Dual strategy spells success in stadium sales

RJR Sales enjoyed the NFL football season with a Super Bowlful of extra cigarette volume at the Miami Dolphins' home stadium, thanks to the efforts of the South Atlantic sales area staff and the Fort Lauderdale, Fla., division.

Working with concessionaires, separate strategies were developed for cigarette sales at the general concession stands, serving 62,000 fans, and on the plush club level, where 13,000 patrons are seated in executive skyboxes and luxury-class seats, says M.J. Arfmann, special accounts manager in the Fort Lauderdale division.

In keeping with the luxurious, hotel-lobby-like atmosphere of the club-level concession area, sample trays were provided, with the assistance of the South Atlantic sales area staff, for the sale of cigarettes, candy and gum by vendors.

At the 37 general concession stands, RJR won exclusive distribution of seven Winston, Salem, Camel and Vantage brand styles, with price signage and a lighted Winston sign atop each stand, beside the TV monitors where customers can watch the game while waiting.



Winn-Dixie/Montgomery supermarkets accepted self-service Doral Savings Centers and 240-carton Doral floor displays throughout the 123-store chain.

Alabama team wins Winn-Dixie

Members of the RJR Sales team around Birmingham, Ala., wished they were in Dixie — the 123-store Winn-Dixie/Montgomery grocery chain, that is. With a lot of hard work, perseverance and patience, that wish came true, producing substantial gains in cigarette merchandising presence and volume for RJR brands in this major chain account.

J.W. Swinea, chain accounts manager in the Birmingham chain division; Birmingham Regional Manager J.L. Smotherman; and T.W. Trader, merchandising manager in the South Atlantic sales area, are the stars of the dramatic "before and after" Winn-Dixie/Montgomery story.

Before the RJR sales team went to work, 88 of the 123 stores in the chain were non-self-service, 30 offered self-

service sales at beltline, three had self-service end-cap universal carton merchandisers and two had no merchandising plan at all.

After a well-coordinated program of intensive selling and timely implementation, 107 stores now have self-service end-cap Flex, and 12 of the remaining 16 non-self-service stores are on the RJR non-self-service plan. Self-service rows increased from 1,214 to 7,032 and cartons increased from 6,070 to 66,160, an additional 1,001 cases of RJR product.

Winn-Dixie also accepted self-service Doral Savings Centers, for a total of more than 284 cases of Doral on display in 122 stores. The chain also accepted 240-carton floor displays with \$2-off coupons in all 123 stores, for an additional 418 cases of RJR product on self-service.

VOLUME WINNERS

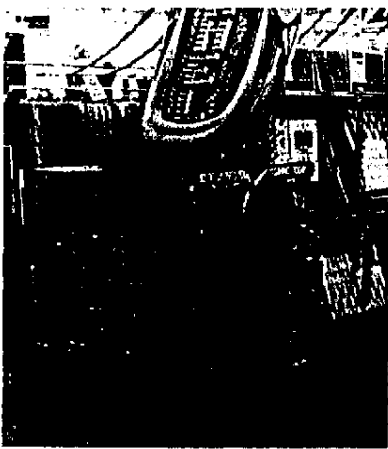
Oregon stores enjoy results of mass displays

Persistence has its rewards, and in RJR Sales, one of those rewards is volume. Sales Representative F.C. Wist II of the Eugene, Ore., division learned that lesson recently, after several months of presentations to two cigarette retailers in his assignment.

Wist finally convinced Payless Drug and Fred Meyer Food in Coos Bay, Ore., that mass cigarette displays would increase customer flow and store profitability. Wist says he used the RJR generic presentation brochures to help him overcome the retailers' reluctance to order additional quantities of cigarettes for display.

Wist placed an 1,100-carton mass display in Payless Drug and a 900-carton display in Fred Meyer Food, and ensured product movement by placing \$2-off coupons. Both displays were sold out within two weeks.

Wist reports that both retailers are pleased with the results and looking forward to more volume-building promotions in the future.



Persistence paid off for Sales Representative F.C. Wist II of the Eugene, Ore., division with a display at Payless Drug in Coos Bay, Ore.



Area Sales Representative B.M. Rodgers of the South Pittsburgh division rolled out the product for Camel Pro motorcycle race in West Virginia.

Cycle race spurs volume

RJR brand-sponsored events create opportunities for boosting RJR product exposure and sales volume.

Area Sales Representative B.M. Rodgers of the South Pittsburgh division demonstrated how to capitalize on a brand-sponsored event recently. Rodgers rolled through the hills of West Virginia with product and promotions before the "Thunder in the Hills" Camel

Pro motorcycle race event, which was staged at a track in the town of Mineral Wells, W.Va.

In just two days, Rodgers placed 840 Doral \$1-off coupons, 1,720 \$2-off multi-brand coupons, 125 \$2-off Century coupons, 75 advertising pieces, 42 temporary Winston and Magna displays and three mass displays in outlets surrounding the race site.

Ads and coupons help sell display

Mass displays sell cigarettes, especially with a little help from advertising and coupons.

Area Sales Representative W.H. Winters of the Spokane, Wash., division put together an effective promotional package recently at the Gregg's store in Milton-Freewater, Ore. Winters first placed a

600-carton mass Doral display at the store. Then he provided the extra incentive of a \$1-off coupon on every carton.

Winters tied up the package with supporting advertising in the store's weekly flyer. The result was extra sales volume, with a 12 percent market share for Doral during the promotion.

51859 5671

VOLUME WINNERS

RJR rep beats competitive cowboy to draw

When Rideout rides, the competition in the North Pittsburgh division gallops for cover!

In a recent cigarette sales showdown with the competitive cowboy at the Shop 'n' Save Market in Russellton, Pa., Sales Representative R.K. Rideout was the only one left standing when the dust cleared.

The market, a high-volume outlet with average sales of 800 cartons a week, had previously used one RJR universal carton merchandiser. All other fixtures were supplied by Philip Morris, including a large PM savings center and eight wall-mounted package modules.

PM sales reps and management had targeted the outlet for extra attention, making no fewer than five presentations for their complete carton and package merchandising system.



Sales Representative R.K. Rideout of the North Pittsburgh division replaced competitive fixtures with RJR units at Shop 'n' Save Market in Russellton, Pa.

But Rideout beat the cowboy to the draw. He sold the market on two RJR Flex units, nine RJR package modules, exclusive marketing of RJR savings-segment brands and exclusive placement

of advertising and promotional materials.

Impressed with Rideout's professionalism and persistence, store management plans to continue riding with the RJR merchandising system in the future.

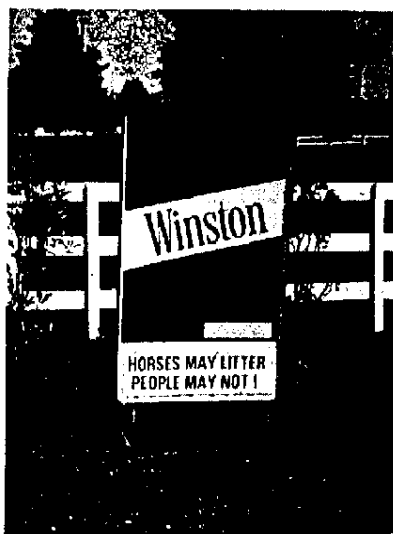
Sales mounting at horse center

The horse country of Virginia may be in the heart of what the competition likes to think is "Marlboro Country," but Area Sales Representative S.M. Poulos of the Richmond, Va., division proved that it is a land of opportunity for RJR sales — especially in a town called Winston.

Poulos recently secured a dynamic presence for RJR at Commonwealth Park, a major international equestrian center in Winston, Va.

Poulos sold the owner of the park on placement of exclusive RJR promotional pieces around the complex. With the help of Area Sales Representative R.L. Fox and Sales Representative M.E. Bosworth of the Richmond division, Poulos placed six ground mount signs, eight Winston message signs and two clocks in key locations.

Poulos' rapport with the park owner won placement of one ground mount sign



Equestrian center displays RJR signage placed by Area Sales Representative S.M. Poulos of the Richmond, Va., division.

for free in the park's stadium, where advertising usually costs \$7,500 a year. Another ground mount sign with add-on is used at the main park office to post the schedule of events.

Merchandising makes impact on reservation

The competitive cowboy used to call the cigarette merchandising shots around the Mohawk Indian reservation near Syracuse, N.Y. — until Area Sales Representative S.N. Sheft of the Syracuse division rode into the territory.

The reservation offers a major sales opportunity for RJR, with 15 stores with sales ranging from 50 to 3,000 cartons per week. Total volume for all store locations is 11,490 cartons per week.

Since Sheft began calling on the reservation, he has placed six Flex units with a total of 2,274 rows. He has also placed four Doral Savings Centers, five Doral counter displays, three RJR overhead units and one centralized package merchandiser.

PROMOTIONS & APPOINTMENTS



Mitchell Lee Jones has been promoted to national manager - trade relations in the home office.

Jones joined the company in 1972 as a sales representative in the Macon, Ga., division, where he was promoted to area sales representative the following year. He was promoted to assistant manager - merchandising in the South Atlanta division in 1974 and to assistant division manager in the Birmingham, Ala., division in 1975. Jones was promoted to sales training manager in the home office in 1977 and to sales training and development manager in 1978. He was promoted to division manager in the South Atlanta division in 1979 and to chain accounts manager in the Tampa, Fla., chain division in 1985.



Bryan K. Stockdale has been promoted to sales planning manager in the home office.

Stockdale joined the company in 1979 as a sales representative in the West Cleveland division, where he was promoted to area sales representative the following year. He was promoted to merchandising manager - field in the Cleveland chain division in 1983, and to assistant division manager in the Akron, Ohio, division later that year. Stockdale was promoted to division manager in the West Detroit division in 1986.



Jerry Robert Loftin Jr. has been promoted to sales merchandising manager in the North Atlantic sales area.

Loftin joined the company in 1979 as a sales representative in the Charlotte, N.C., division, where he was promoted to area sales representative in 1981. He was promoted to assistant division manager in the Raleigh, N.C., division in 1983 and to division manager in the Daytona Beach, Fla., division in 1986.



Craig T. Roe has been promoted to sales training and development and vending/military manager in the Mid-Continent sales area.

Roe joined the company in 1976 as a sales representative in the Baltimore division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the Goldsboro, N.C., division in 1980 and to division manager in the Raleigh, N.C., division in 1985.



Steven R. Wilson has been promoted to sales training and development and vending/military manager in the Mid-Western sales area.

Wilson joined the company in 1974 as a sales representative in the Jacksonville, Fla., division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the Winston-Salem, N.C., division in 1978 and to division manager in 1983 in that division.



H.D. Lindley has been promoted to division manager in the Mobile, Ala., division.

Lindley joined the company in 1980 as a sales representative in the Ft. Smith, Ark., division, where he was promoted to area sales representative the following year. He was promoted to training and development manager - field in the Nashville, Tenn., division in 1985 and to special accounts manager in that division in 1986.



William D. Noah III has been promoted to division manager in the Raleigh, N.C., division.

Noah joined the company in 1981 as a sales representative in the Orlando, Fla., division. He was promoted to area sales representative the following year in the Tampa, Fla., division. Noah was promoted to assistant division manager in the North Atlanta division in 1984 and to special accounts manager in that division in 1985.



Walter L. Thompson has been promoted to division manager in the Toledo, Ohio, division.

Thompson joined the company in 1981 as a sales representative in the Grand Rapids, Mich., division, where he was promoted to area sales representative the following year. He was promoted to merchandising manager - field in the Detroit chain division in 1983. Thompson was promoted to assistant division manager in the Cincinnati division in 1985 and to training and development manager in 1986 in that division.



Steven T. Sandman has been promoted to special accounts manager in the East Detroit division.

Sandman joined the company in 1985 as a sales representative in the East Detroit division, where he was promoted to area sales representative the following year.

The reward...*just over the rainbow*

SALES
MERCHANDISER

JULY 1963

STANDARD OF THE NATIONAL ARCHIVES
2014-2015

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

References

1. STATE OF TEXAS
 2. COUNTY OF DALLAS
 3. SS: I, _____, Clerk of the County of Dallas, State of Texas,
 4. do hereby certify that the foregoing is a true and correct copy of the
 5. original of the same as the same appears from the records of the County of Dallas,
 6. State of Texas.
 7. Witness my hand and the seal of said County at Dallas, Texas, this _____ day of _____, 19____.
 8. _____
 9. Clerk of the County of Dallas, State of Texas.

INTRODUCTION

51859 5674